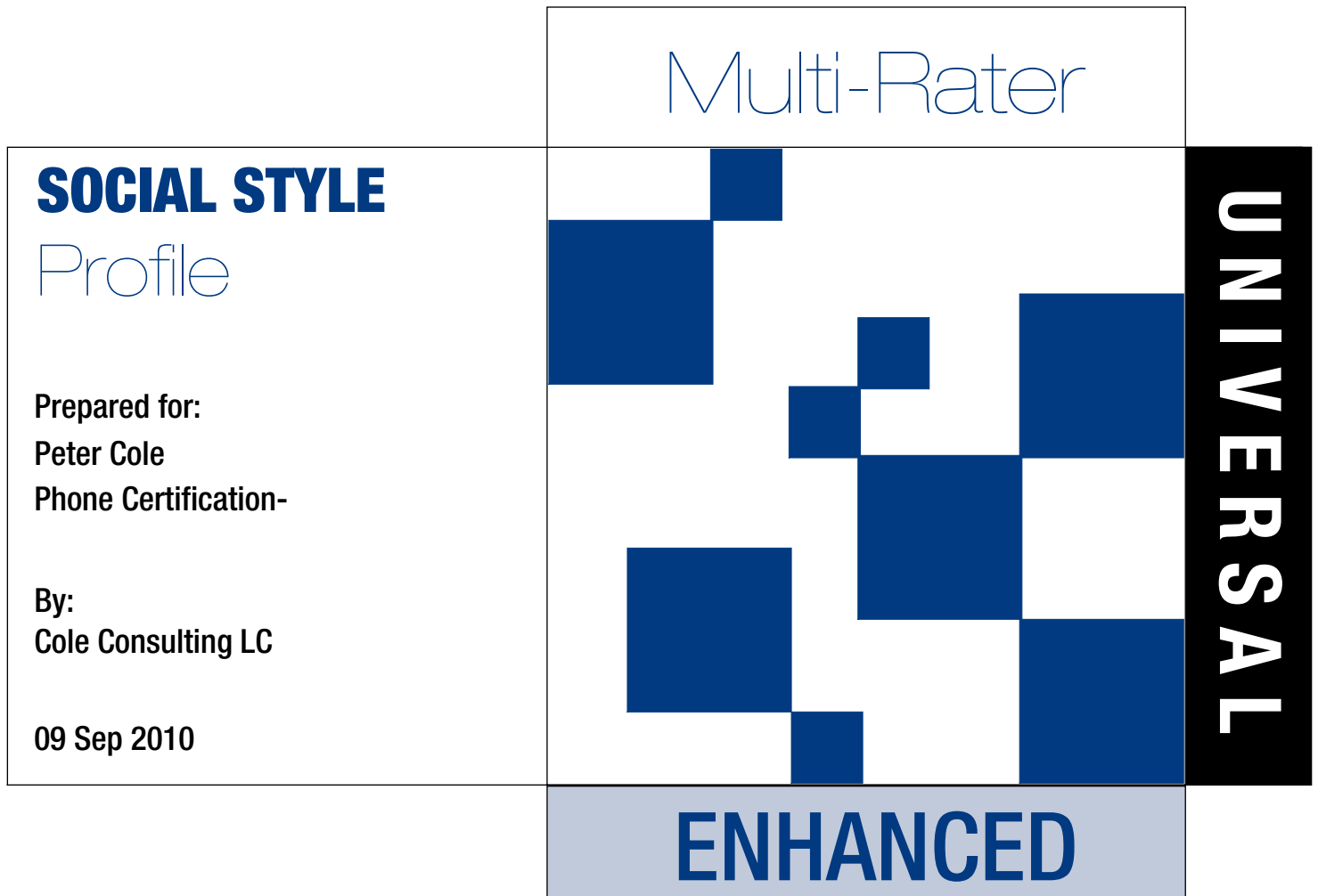


SOCIALSTYLESM & Versatility





Your report is organized into two parts:

■ Part 1: Your SOCIAL STYLE

This section provides your SOCIAL STYLE Multi-Rater Profile results, based on the input of your reference group. It also includes your self-perception of your own behavioral style. You will see a SOCIAL STYLE profile graph that displays your SOCIAL STYLE position, followed by interpretation of your results. This section also includes information about how to understand your results, explanations of other SOCIAL STYLE positions, and "key reminders" about SOCIAL STYLE.

■ Part 2: Your Versatility

This section contains your Versatility Multi-Rater Profile results. You will be provided with information about how you interact with your reference group, regardless of your particular SOCIAL STYLE. You will learn how you generally focus on meeting your co-worker's needs versus focusing on meeting your own particular needs.



■ Part 1: Your SOCIAL STYLE

What is the SOCIAL STYLE Profile?

The SOCIAL STYLE Profile is a description of how others see your behavior. It is based on decades of research and has proven valid for adults of all ages and backgrounds. The profile describes how a person's behavior, not personality, is seen by others.

How Should You View the Profile?

The profile and the report present a consensus generalization about your behavior from the perspective of the references you invited to complete the questionnaire. They responded to a series of items that describe day-to-day behavior. They were describing what they saw. The attached report is a description of the Profile category most typical of your actions and is not a personalized description of you. Your report is identical to the report received by all persons who show a similar SOCIAL STYLE position.

Cautions for You

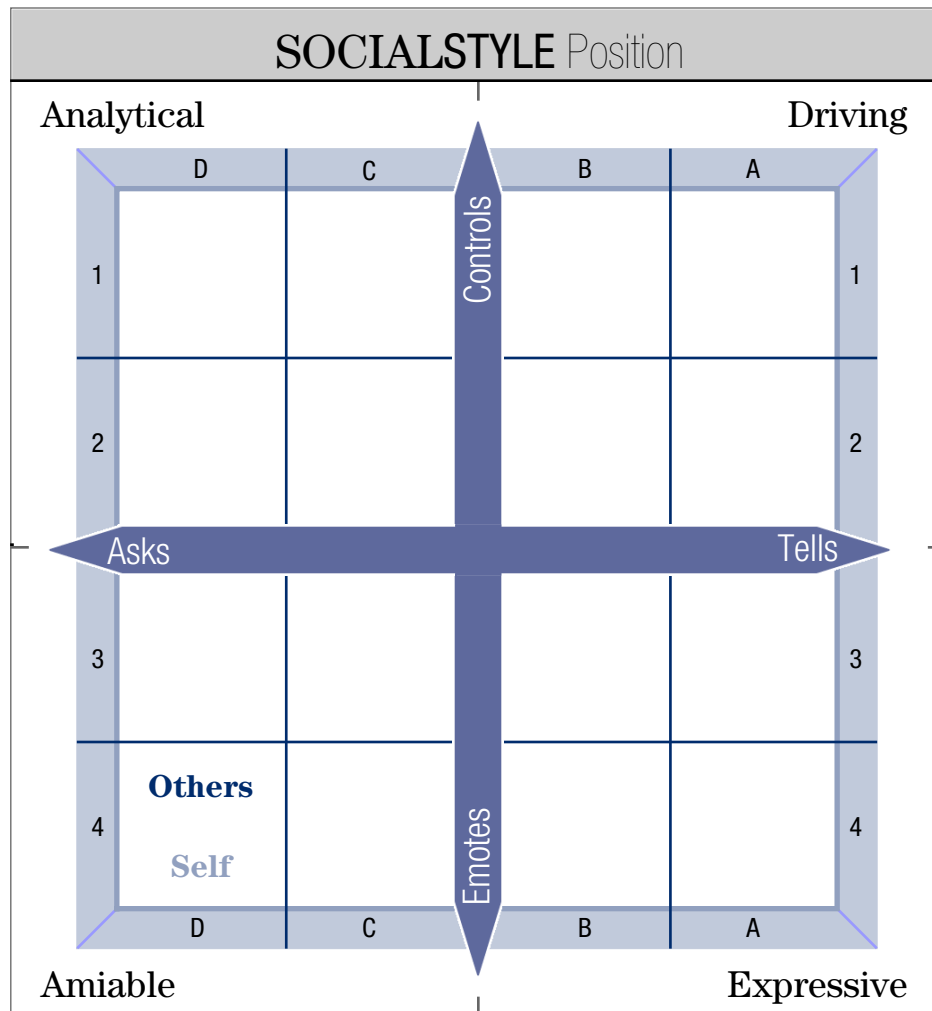
You should view your position in the Profile as the center of the range of behaviors which others see as typical of you. To a large degree, this is what your acquaintances expect of you. The lines in the Profile separating categories A, B, C, D, and 1, 2, 3, 4 are for convenience in identification and should not be thought of as limiting you. They do not form boxes in which all people are alike, but areas where behavioral similarities can be seen. You also will be seen as similar to persons in adjacent categories, but the more distant the category in the profile model, the more dissimilar the observable behavior will be from yours.

Recommendations to You

You will find some of the statements in the report easy to accept and others less so. You may wish to accept some of the comments as true of the category, but not of you as an individual. Be careful about rejecting the report too quickly. Ask yourself why others might see you this way. Much of what you think and feel about yourself may not be observable to others. What you believe about yourself might be obscured from others by your more observable, habitual actions. The greatest significance of the SOCIAL STYLE Profile is that it will focus your attention on what others see and react to rather than on your feelings. Your inner feelings are important, but so is the reality of others' perceptions.

Final Note

If you can come to accept the description of your observed behavior, your SOCIAL STYLE position, you will know something of your own impact on others. To create productive relationships you must show enough concern for other people to behave in a manner appropriate for them. Knowing how others differ from you, based on being aware of your own Style, is the best foundation for making appropriate adaptations in dealing with others.



■ SOCIAL STYLE Position: **Amiable D4**

Review the Style narrative for the quadrant in which your SOCIAL STYLE score placed you. It will also be informative to review the other Style Categories.

AMIALE STYLE = Ask Assertive + More Emoting Behavior

The Amiable Style person is relationship oriented. Amiable Style individuals interpret the world on a personal basis and get involved in the feelings and relationships between people. They prefer to get things done with and through others. The Amiable Style looks for personal motives in the actions of others. They may find it difficult to understand that some people react purely from the information at hand or the practicality of the situation or from a desire to make the future more interesting and exciting. The Amiable person's sensitivity for others often lends joy, warmth, and freshness to a social situation. They are often good team players. People tend to readily communicate and share with Amiable Style people. They frequently stick with the comfortable and the known. They tend to avoid decisions which might involve personal risks and conflict. As a result, they can appear slow or reluctant to change when the situation demands it.



SOCIAL STYLE Position: **Amiable D4**

Review the information below to learn more about the behavioral pluses and minuses of your SOCIAL STYLE

Others describe your behavior as:

"Good-natured, informal, and easygoing." References indicate that someone with your behavioral style is a pleasant, friendly person.

You appear to accept others as they are, without making demands that they change, so you are likely to be sought after in social situations. However, others may feel it is difficult for you to promote your own ideas, and your easy and casual manner may make you appear to be a "soft touch."

Your behavioral pluses:

Your observable willingness to accept direction and to stick to a prescribed course of action is an asset in group situations. You seem capable of easily maintaining close, personal relationships. Thus, others will see you as most effective when these two abilities are combined.

People report they like to socialize with you and are comfortable confiding their hopes and problems to you. Your friendly manner can disarm others, so they are willing to share their concerns. This can provide you with the opportunity to broaden your understanding of many situations.

Your behavioral minuses:

You, and similar individuals, appear to have difficulty taking an independent or personal stand when the job demands it. Therefore, more aggressive people may feel they can easily override you because you appear to accept their ideas readily. Others also feel you will avoid or overlook conflict in an effort not to damage relationships, and such seeming acquiescence may make it possible for people to ignore you.

You seem to have difficulty taking the initiative to build recognition for yourself and are often seen as preferring to work in the background. You may be seen as unwilling to take positive, independent action in a job situation.



ANALYTICAL STYLE = Ask Assertive + More Controlled Behavior

The Analytical Style person appears to live life according to the facts, principles, logic, and consistency one can find in reality. People with the Analytical Style tend to behave in ways that fit into their overall theory and ideas about the world. Others may view them as lacking enthusiasm or appearing cold and detached. They project the image of good planners, organizers, and problem solvers with the ability to work out tasks systematically. Because of their apparent concern for facts, logic and serious organization of thought, coupled with a desire to be "right," the Analytical Style often displays a reluctance to declare a point of view. They have a need to analyze all significant possibilities in an attempt to avoid any chance of making illogical or inconsistent decisions. A faith in principles appears to assume greater importance than personal gratification to an Analytical Style.

DRIVING STYLE = Tell Assertive + More Controlled Behavior

People with a Driving Style appear to know what they want and seem to display little difficulty expressing their conclusions about anything that concerns them. Their slogan is "Let's get it done and get it done now." They tend to focus primarily on the immediate timeframe with little concern for past or future. Driving Style people appear swift, efficient, and to the point. They know what they want and become impatient with delays. They tend to show little concern for the feelings of others or for personal relationships. Some consider their actions harsh, severe, or critical, since they give such limited attention to relationships. Others may see this behavior as efficient and decisive. This style seeks control through the use of power in situations which might deny them freedom to act as they wish to achieve their perceived objectives.

EXPRESSIVE STYLE = Tell Assertive + More Emoting Behavior

People with Expressive Style focus their attention on the future with intuitive visions and outspoken spontaneity. They can be seen as imaginative and creative as they interact with others. Expressive Style people can generate enthusiasm. Their behavior can be intensely stimulating, exciting, and fun for those who get caught up in their dreams. They tend to make decisions quickly based on how they feel about relationships. Some see Expressive Style behavior as flighty, impractical, and overly emotional. Because of their desire to act on opinions, hunches, and intuitions, rather than the hard facts, Expressive Style behavior can lead to mistakes and frequent changes in direction.

SELF-PERCEPTION AND THE PERCEPTIONS OF OTHERS

Your profile results show how others view your behavior, which may or may not be the same as how you see yourself. The TRACOM Group's research has consistently shown that self-perception is different from the perceptions of others more than 50% of the time. Carefully consider how others view your behavior. The more similar your self-perception is to the perceptions of others, the more you increase your chance of gaining support and respect in the workplace.



■ Key Reminders

There Is NO Best SOCIAL STYLE Position

The purpose for learning about your Style is to know more about yourself. With the new knowledge, you can grow and develop into a more productive and effective individual.

Your SOCIAL STYLE Is NOT Your Whole Personality

Some people like to refer to SOCIAL STYLE as personality. Your personality encompasses more than just your SOCIAL STYLE. It includes your hopes, your dreams, your intelligence, your values and all of those things that make you uniquely you! Said another way, your SOCIAL STYLE is only a part of your personality, although a very important part.

Your SOCIAL STYLE Profile Represents a Theme in Your Behavior

All of us have, at one time or another, displayed behaviors that fall all along the assertiveness and responsiveness dimensions. But SOCIAL STYLE is the way you see yourself behaving, or preferring to behave, most of the time; it is your behavioral comfort zone.

Your SOCIAL STYLE Has Growth Actions

Each of us has behavioral weaknesses. The Driving Style tends to rush into action and dictate activities without listening to others. The Amiable Style tends to acquiesce and go along with others, even though they might not agree with a course of action. Expressive Style people can be very impulsive, not thinking through all the implications of their actions. Analytical Style individuals get bogged down in details and options, without taking a definitive stand on issues. All of these Style-related tendencies can cause tension for others.

Your Challenge: Take Initiative to Build Effective Relationships With Others

Don't expect the other person to go out of his or her way to accommodate you. You must decide what you are going to do to meet the needs of others and make the relationship mutually productive.

SOCIALSTYLESM & Versatility

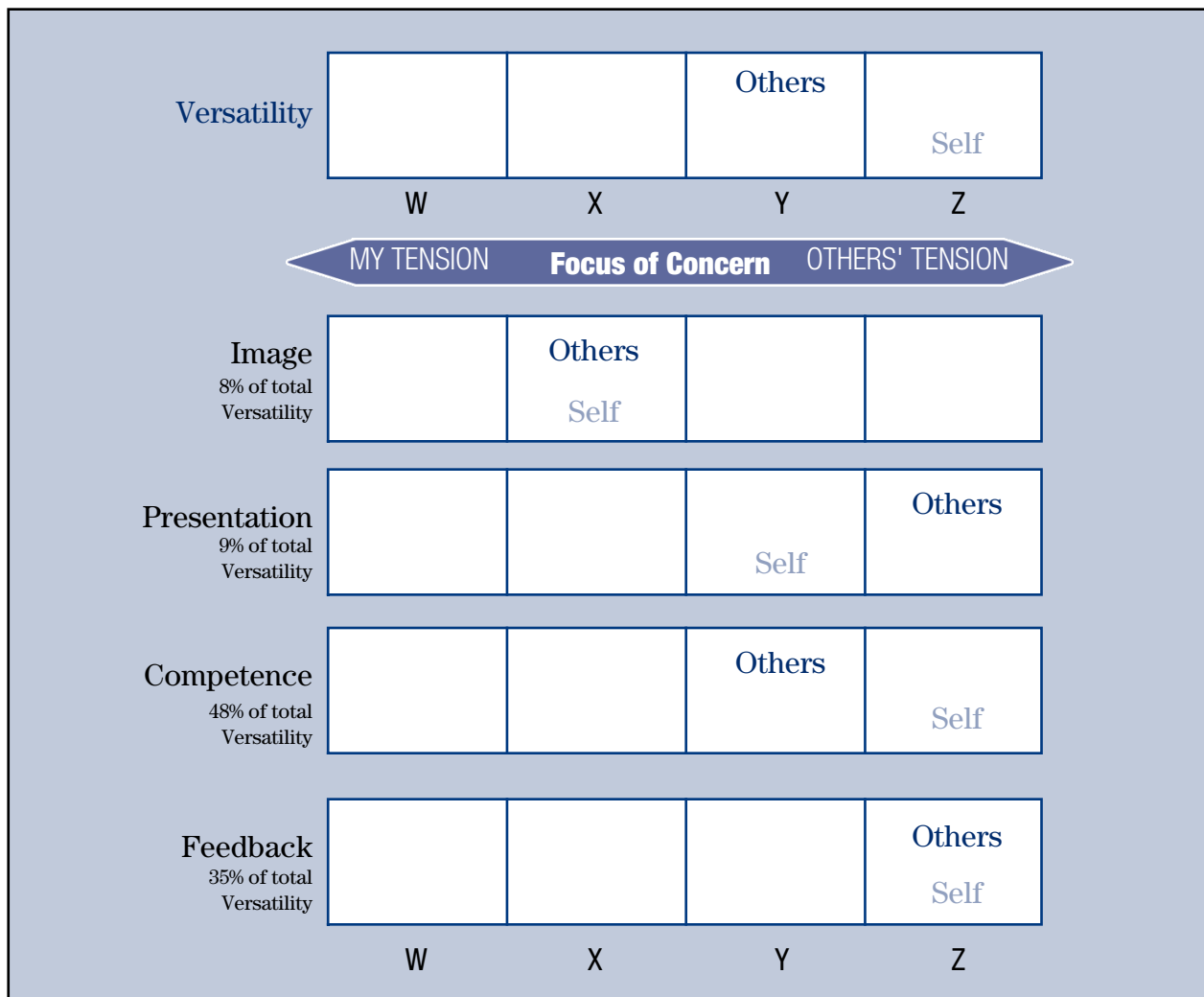




Part 2: Your Versatility

What is Versatility?

Versatility profiles are based on responses provided by your references (colleagues, associates, and others whose names you supplied) to a series of questions about how they perceive your behavior in the workplace. These responses were combined to develop a consensus about your behavior and should provide insight into your perceived level of versatility and social endorsement. A brief overall Versatility Profile is provided below, followed by specific profiles for Image, Presentation, Competence, and Feedback.





Overall Versatility: **Y**

Your references indicate that, in general, you seem to be perceptive about the impact your behavior has on other people. This creates the impression that you are aware of the Style needs of others. Your references also indicate that you tend to fulfill the Style needs of others while ensuring that your own needs are met. You seem to be flexible and understanding when dealing with people whose Styles are different from your own.

Because the overall Versatility Profile is based on a broad range of behaviors, it is only a general indicator of your Versatility and the endorsement you receive from others. For more specific information about how others perceive you, review each of the Versatility Profiles below. These profiles suggest your areas of relative strength and weakness and can help you identify opportunities for developing behaviors that will increase (or maintain) your Versatility and social endorsement.



Image: **X**

Your associates view you as someone who generally dresses appropriately for the given situation. Your dress and grooming are in line with the expectations of your reference group. Further, you typically adjust your dress and appearance to fit different situations and settings, for example, dressing more formally when the situation warrants.

In addition to dress, other factors can affect people's perceptions of your image. For instance, the initial impression you make on others can be affected by the way you carry yourself when entering a room, or by the way you sit and respond during a meeting. The expectations others have about your role and/or title can also affect their initial perception of your image. For instance, a senior manager who wears khaki slacks and a polo shirt to a client meeting would convey a very different image from a senior manager who dresses in formal business attire. In some industries, such casual dress is acceptable and goes unnoticed; in others, it calls attention to itself and adversely affects a person's image.

Even though you typically dress and present yourself in ways that conform to the expectations of others, it is a good idea to do periodic self-checks to ensure your image comfortably promotes the effectiveness of your interactions with others.



Presentation: **Z**

Your references indicate that you present yourself clearly and effectively when speaking to groups. You speak in a confident and appropriate tone of voice and are adept at expressing your thoughts. In particular, when presenting to a group, your references indicate that you are able to adapt your language and communication style to fit your audience, aiding in your ability to effectively communicate your ideas. For example, if the situation calls for the use of plain language instead of technical jargon, you are likely to sense and adapt to this requirement.

While you appear to do well when presenting to groups, do not become over-confident to the point of letting your communication become a one-way street. Continue to verbally seek feedback from others as you communicate, even if their body language suggests that they are getting the message.



Competence: **Y**

Your references describe you as a dependable person in most situations. In your specific areas of expertise and competence, you are likely to be highly reliable. You are perceived as taking responsibility for your work and generally meeting important deadlines, particularly when circumstances are under your control. In most situations your references feel comfortable relying on you when important work needs to be done, since you fulfill your commitments and complete your assignments. In other situations, where you are not the first person they turn to, you might consider what specific competencies you need to strengthen and what actions you might take to enhance those abilities.

Your references indicate that you usually adapt well to unfamiliar situations and that you can quickly transition to new work requirements or priorities. Others feel that you tend to be flexible in your viewpoints, and that you consider other people's perspectives in most situations. Your associates indicate that you display comfort with ambiguity and, for the most part, remain calm when faced with unexpected challenges.

You are seen as someone who has the ability to offer creative or original solutions and ideas. You are typically able to identify key issues, encourage creative input from others, and you do not necessarily rely on "tried and true" approaches without thinking about whether newer methods might be more appropriate.

Others describe you as an optimistic person in most circumstances. They say that you approach situations with a positive outlook and usually maintain your optimism during times of adversity. They also indicate that you are normally able to perceive setbacks as due to manageable circumstances and are not likely to blame others for these problems. Maintaining your optimism can help you to gain social endorsement, not only because it makes the work environment more pleasant, but because it conveys a positive tone to others that increases the likelihood that difficult tasks will be accomplished successfully.



Feedback: **Z**

Your references perceive you as someone who actively displays concern for other people and an awareness of, or sensitivity to, their emotions. Your interpersonal communication style likely contributes to others' perceptions of your empathy for them. Others indicate that in one-on-one situations, you are able to adjust your method of communication to different individuals and circumstances, and people feel that you listen to them and genuinely understand their needs or priorities. When interacting with others, you are likely to ensure that you have a clear understanding of what they are saying to you.

Your references indicate that you tend to demonstrate a high level of understanding of others, which is important for offering useful feedback and timely coaching. Likewise, your perceived empathy impacts your ability to understand others' needs and offer them ideas or services that match those needs. However, you should be aware that there may be times when having such a high degree of empathy could cause personal tension for yourself. For example, if decisions need to be made that adversely affect co-workers with whom you have a high degree of empathy, you may find it difficult to take necessary actions.

Your associates indicate that you are socially astute in the workplace. You cultivate and maintain good relations with co-workers and other key individuals. This might benefit you by giving you insight into key organizational relationships, as well as into larger issues and opportunities within your organization.